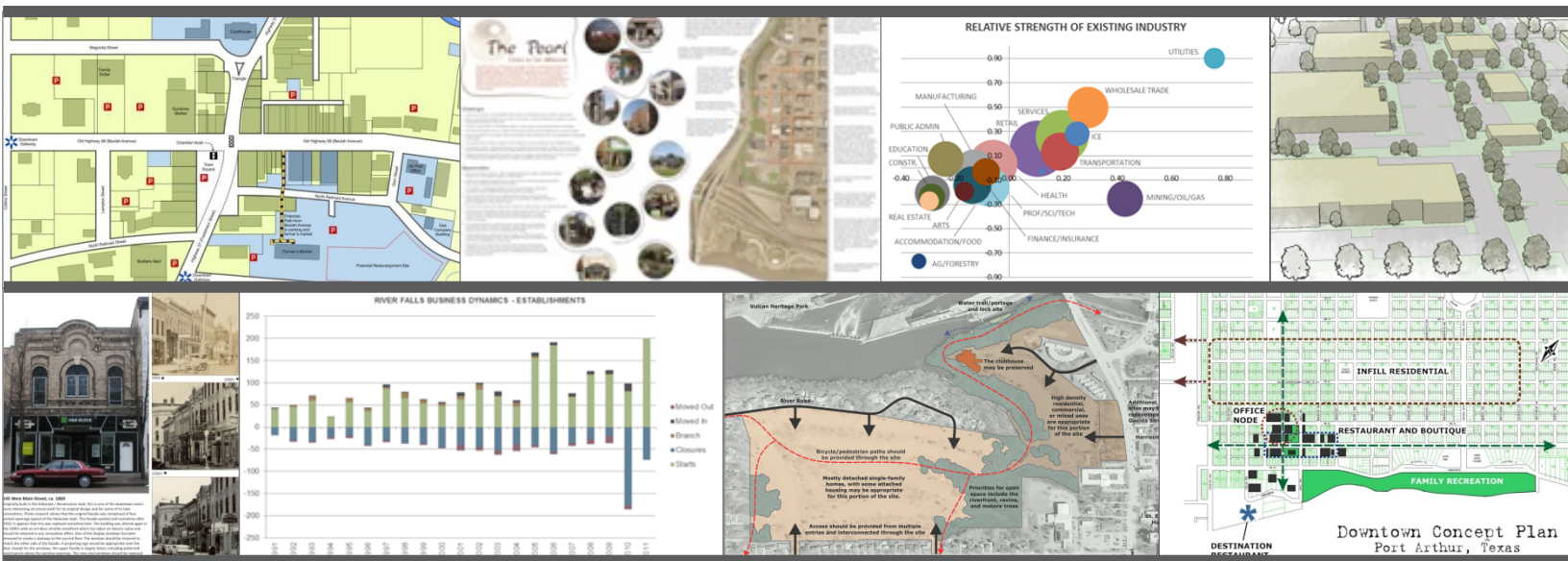


PROPOSAL

EMPLOYEE GENERATION BY LAND USE STUDY

Teton County, Wyoming & Town of Jackson, Wyoming

27 February 2020



PLACE DYNAMICS LLC

3090 South Country Lane
New Berlin • Wisconsin • 53146
www.placedynamics.com

Contact: Michael Stumpf, AICP, CEd

Phone • (262) 510-2131

Email • michael.stumpf@placedynamics.com

27 February 2020

Jackson/Teton County Housing Department
Attn: April Norton
320 South King Street, Box 575
Jackson, WY 83001

RE: Proposal for Employee Generation by Land Use Study (Housing Nexus Study)

Thank you for the opportunity to submit this proposal to assist the Town of Jackson and Teton County in conducting an Employee Generation by Land Use Study. Place Dynamics has extensive experience analyzing housing markets across the United States, grounded in a very strong analytical approach to developing and applying customized economic models.

Members of our team have travelled to Jackson, WY twice over the past three months, and have seen first-hand the consequences of a severely constrained housing market. In fact, one of our team member's kids is currently working at the Jackson Hole Mountain Ski resort while paying \$800/month for a shared bedroom in Jackson. A college friend recently secured housing in one of the Housing Department's townhomes in Teton Village. Another friend is living outside Victor, joining thousands of others commuting over the pass on a daily basis.

To address growth management and quality of life concerns, the County's Comprehensive Plan aims to **"Ensure we house over 65% of the workforce locally"** and to **"Mitigate impacts from new development and address loss of existing workforce housing stock."** While the County faces enormous challenges meeting these goals, there are signs of success. As noted in the draft 2020-2025 Housing Supply Plan, the *decline* in percent of workers living locally has tapered off. Furthermore, there are 747 affordable housing units in the development pipeline, including 277 deed restricted units.

The Housing Nexus Study will replace the existing 2013 study, and will provide the objective data needed to make informed policy decisions that will help preserve existing affordable housing and stimulate new affordable housing. The study will carefully map out and quantify the relationship between new commercial and residential development and the employees needed to support those

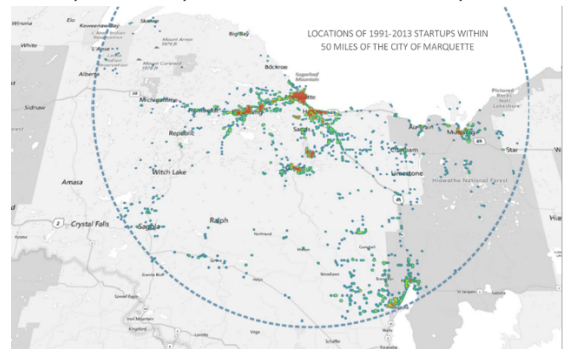


Figure 1 Place Dynamics has pioneered the use of NETS data to map out and better understand local economic conditions using large data sets which identify new business formation across the U.S.

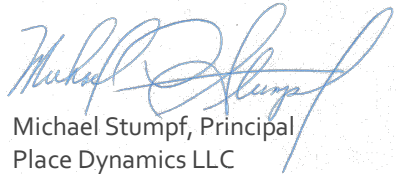


Figure 2 The Homesteads at Teton Village. Source: www.buckrail.com.

types of development, including non-brick-and-mortar businesses. In addition, the study shall examine and document existing job growth, job distribution, and workforce characteristics in order to better understand to the gaps between incomes and housing costs.

While this proposal lays out our recommended approach and qualifications, I would encourage you to visit our website (<http://www.placedynamics.com>) to learn more about our work and capabilities. I can answer any questions you may have concerning our proposal. I may be reached directly at (262) 510-2131, or via email michael.stumpf@placedynamics.com. I will look forward to your decision.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Stumpf", is written over a faint, dotted rectangular background.

Michael Stumpf, Principal
Place Dynamics LLC

QUALIFICATIONS

Place Dynamics was established in 2005 to provide insight and strategy for community and economic development. We practice in the three core areas of economic development strategy, market and economic analysis, and business district vitality. Our work includes approximately 200 assignments across most of the United States and Canada.

The following is a summary of our qualifications for this project as requested in the RFQ.

A. PROPOSED PROJECT TEAM

Place Dynamics has assigned two of our most experienced staff to this project. Resumes are provided on the following pages.

- **Michael Stumpf.** Michael will be the Principal in Charge. His role will be to lead the analysis and to participate in the technical stakeholder group. He will be the lead author for the report. Michael has spent 30 years in market research and economic development in the private sector, in local government, and as a consultant. He has been at the forefront of introducing new data sources and techniques in the field, resulting in greater accuracy and more descriptive information from which to make decisions.
- **Andrew Dane.** Andrew will be the Project Manager. His role will be coordinating communications with the client Project Manager. He will assist with the analysis and report writing, and serve as the lead facilitator for the technical stakeholder group. Andrew has 23 years of experience in planning and economic development, including extensive housing related experience as an investor, community development director, and consultant for both municipalities and developers.

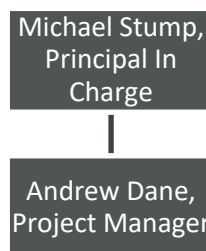


Figure 3 Organizational Chart

MICHAEL STUMPF

Principal

Education

MS Urban/Economic Geography
BS Public Administration
Northern Illinois University

Certifications

American Institute of Certified
Planners (AICP) – #019408
Certified Economic Developer
(CEcD) – #1782

Professional

American Planning Association
International Economic
Development Council
Mid-America Economic
Development Council (Board)
National Trust for Historic
Preservation
Wisconsin Downtown Action
Council (Board, President)
Wisconsin Economic Development
Association

Michael Stumpf is a community strategist with more than thirty years of experience in government and as a private consultant. Michael is an expert in applying market intelligence to craft effective community and economic development strategies.

After beginning his career in retail development, Michael spent 15 years as an economic development director for communities in Illinois, Wisconsin, and Colorado. In 2005 he left his position as the economic development director for the City of Boulder, Colorado, to form Place Dynamics.

Through more than 140 projects in 27 states and provinces, Michael has gained extensive knowledge of the alternative approaches employed in various regions of the country, and in differing types of urban and rural communities. His work in economic development and downtown revitalization has received several professional awards.

As an economic development director, Michael was instrumental in implementing business district strategies in both downtowns and emerging commercial areas. He has continued to make revitalization a large part of his consulting practice, incorporating his background in market analysis and knowledge of development. Michael has been on the board of the Wisconsin Downtown Action Council since 1996.

Michael has expertise in business location decision-making in both the retail and primary industry sectors. He has authored numerous articles on industrial site selection and retail markets. Michael applies this knowledge in helping communities to site and plan successful commercial business districts and employment centers. His retail work encompasses all types of commercial areas, mixed-use neighborhoods, and shopping centers. He has conducted the market feasibility, site selection, and development planning for business or industrial parks with public and private investment approaching \$1 billion.

Michael's work in community planning has tended to focus on market-driven approaches and small area development or redevelopment plans. These have included neighborhoods, development sites, parks, and waterfronts, in addition to comprehensive planning and related activities such as impact fees, economic impact analysis, and demographic or economic studies.

Experience

BUSINESS DISTRICTS AND REDEVELOPMENT

- 124th St and Lisbon Rd Redevelopment Plan, Brookfield, WI
- Allen Creek / Union St. Redevelopment Plan, Evansville, WI
- Commercial Corridor Plans, Appleton, Wisconsin
- Commercial Corridors Study, Rochester, New York
- Downtown Concept Plan, Port Arthur, Texas
- Downtown Plan, Appleton, Wisconsin
- Downtown Plan, Belvidere, Illinois
- Downtown Plan, Boulder, Colorado
- Downtown Plan, Clintonville, Wisconsin
- Downtown Plan, Elm Grove, Wisconsin
- Downtown Plan, Marshfield, Wisconsin
- Downtown Plan, Mazomanie, Wisconsin
- Downtown Plan, Menasha, Wisconsin
- Downtown Plan, Whitewater, Wisconsin
- Downtown Redevelopment Sites, Janesville, Wisconsin
- Downtown Strategic Assessment, Sioux City, Iowa
- Fox River Corridor Redevelopment Plan, Appleton, WI
- Hawthorn Melody Redevelopment, Whitewater, WI
- Hilltop Small Business Study, Columbus, Ohio
- International Marketplace, Indianapolis, Indiana
- Interstate 94 Corridor Plan, Raymond, Wisconsin
- James Street Redevelopment Plan, Whitewater, WI
- Jefferson Street Redevelopment Plan, Whitewater, WI
- Layton Boulevard Strategy, Milwaukee, WI
- Near West Side Strategy, Milwaukee, Wisconsin
- Oneida Street Corridor Plan, Appleton, Wisconsin
- Redevelopment Area Plan, Wausau, Wisconsin
- Richmond Street Corridor Plan, Appleton, Wisconsin
- Superior Trade Zone Strategy, Michigan
- Town Center Plan, Ledgeview, Wisconsin
- Town Center Plan, Raymond, Wisconsin
- Town Center Plan, Tylertown, Mississippi
- Washington Av Redevelopment Workshop, Madison, WI
- Water Street Redevelopment Plan, Menasha, Wisconsin
- Whitewater Hotel Redevelopment, Whitewater, WI
- Wisconsin Avenue Corridor Plan, Appleton, Wisconsin

ECONOMIC DEVELOPMENT

- Business Climate Study, Webster County, Iowa
- Business Development Toolkit, Moffat County, Colorado
- Business Incubator Feasibility Study, Farmington Hills, MI
- Business Incubator Feasibility Study, La Crosse, Wisconsin
- Business Incubator Feasibility Study, River Falls, Wisconsin
- Business Incubator Feasibility Study, Woodinville, Wash.
- Commercial Development Program, Boone County, Illinois
- Coworking and Entrepreneurship Study, Idaho Falls, Idaho
- Coworking and Entrepreneurship Study, Southeastern WI
- Coworking Feasibility Study, Orlando, Florida
- Destination Development Plan, Pagosa Springs, Colorado
- Disaster Recovery Strategy, Schoharie County, NY
- Downtown Redevelopment Practices Analysis, Wisconsin
- Economic Benchmark Analysis, Santa Fe, New Mexico
- Economic Cluster Analysis, 7-County Region, Iowa
- Economic Development Assessment, Escambia Co., FL
- Economic Development Analysis, East Stroudsburg, Penn.
- Economic Development Organizational Study, SW Colorado
- Economic Development Assessment, Pleasantville, NJ
- Economic Development Marketing, Sun Prairie, Wisconsin
- Economic Development Plan, Marquette, Michigan
- Economic Development Plan, Mazomanie, Wisconsin
- Economic Development Plan, Vernon County, Wisconsin
- Economic Development Strategy, Whitewater, Wisconsin
- Economic Recovery Planning, Bay St. Louis, Mississippi
- Economic Recovery Planning, Minot, North Dakota
- Enterprise Zone Marketing Strategy, Belvidere, Illinois
- Entrepreneurial Development Strategy, Gilbert, Arizona
- Food Innovation Center Feasibility Study, Eureka, CA
- Incentives Study, Spruce Grove, Alberta, Canada
- Industry Analysis and Marketing, Ogdensburg, NY
- Industry Target and Marketing Plan, Coos County, NH
- Industry Target and Marketing Plan, Spruce Grove, AB
- Industry Target and Marketing Plan, Stony Plain, AB
- Industry Target Study, Webster County, Iowa
- Manufacturing Jobs and Port Study, Eureka, California
- Manufacturing Relocation Study, Chicago Region, IL
- Natural / Organic Food Industry Initiative, Boulder, CO
- Retail Development Workshop, Kansas
- Retail Development Workshop, South Dakota
- Retail Trade Study, Lake County, Ohio
- Rural Tourism Asset Map, Rock/Henry/Mercer Cos., IL
- Targeted Industry Market Development, Rockford, IL
- Tourism Development Plan, Whitewater, Wisconsin
- Tourism Strategy, Okeechobee County, Florida

MARKET ANALYSIS AND DEVELOPMENT STRATEGIES

The projects listed below are representative of Michael extensive experience. He has conducted the market research, site selection, and feasibility analysis for more than 80 public or private commercial development projects across the nation.

- 28th and Jay Development Impact Analysis, Boulder, CO
- Banquet and Lodging Analysis, Lake Mills, Wisconsin
- Best Use Analysis, Little Chute, Wisconsin
- Cottage Grove Road Analysis and Strategy, Madison, WI
- Development Opportunities Analysis, Blair, Wisconsin
- Development Opportunities Analysis, Holmen, Wisconsin
- Development Opportunities Analysis, Hudson, Wisconsin
- Development Opportunities Analysis, Oakdale, Wisconsin
- Downtown Market Analysis and Strategy, Ripon, WI
- Economic Benchmark Application, Santa Fe, New Mexico
- Economic Impact Analysis, Monroe, Wisconsin
- Economic Impact Analysis, Stoughton, Wisconsin
- Grocery Development Study, Madison, Wisconsin
- Hotel & Conference Center Analysis, Kingman County, KS
- Hotel Development Analysis, Ripon, Wisconsin
- Hotel Feasibility Analysis, Cheraw, South Carolina
- Hotel Feasibility Analysis, New Roads, Louisiana
- Hotel Feasibility Analysis, St. Francisville, Louisiana
- Housing Development Site Analysis, Munising, Michigan
- Housing Needs Analysis, Whitewater, Wisconsin
- Housing Development Site Analysis, Woodstock, Illinois
- Impact Fee Review, Oak Grove, Wisconsin
- Impact Fee Review, Somerset, Wisconsin
- Impact Fee Review, St. Joseph, Wisconsin
- Keweenaw Mountain Lodge Analysis, Copper Harbor, MI
- Market Analysis & Recruitment Plan, Bay St. Louis, MS
- Market Analysis, Belvidere, Illinois
- Market Analysis and Strategy, Alamogordo, New Mexico
- Market Analysis and Strategy, Gallup, New Mexico
- Market Analysis and Strategy, Jamestown, North Dakota
- Market Analysis and Strategy, Mazomanie, Wisconsin
- Market Analysis and Strategy, Oakdale, Wisconsin
- Market Analysis and Strategy, Trinidad, Colorado
- Market Analysis and Strategy, Whitewater, Wisconsin
- Meeting and Hospitality Analysis, Lake Mills, Wisconsin
- Near West Side Market Analysis, Milwaukee, Wisconsin
- Northside Market Analysis, Madison, Wisconsin
- Pharmacy Study, Red Cliff Band of Chippewa, Wisconsin
- Retail Market Study and Strategy, Tulsa, Oklahoma
- Retail Trade Study, Lake County, Ohio
- Sales and Economic Impact Analysis, Murrysville, PA

OFFICE/INDUSTRIAL PARK DEVELOPMENT

- Bluff Road Commercial Corridor, Whitewater, Wisconsin
- Enterprise Business Center, Racine County, Wisconsin
- Highway 14 Industrial Park, Mazomanie, Wisconsin
- Northcentral Iowa Ag-Industrial Center, Fort Dodge, IA
- Williams Value-Added Agricultural Park, Williams, Iowa
- Whitewater Business Park, Whitewater, Wisconsin

URBAN PLANNING

Michael has led or participated in many planning projects including visioning exercises and interactive workshops, comprehensive plans, neighborhood plans, and park plans.



ANDREW DANE

Education

MS Urban/Regional Planning
University of Arizona
BS Conservation Biology
University of Wisconsin-Madison

Certifications

American Institute of Certified
Planners (AICP) – #025561
LEED AP Neighborhood
Development (LEED AP ND), U.S.
Green Building Council
ENVISION Sustainability
Professional (ENV SP), Institute for
Sustainable Infrastructure

Professional

American Planning Association
Wisconsin Downtown Action
Council
US Green Building Council

Andrew Dane is an urban planner with over twenty years of experience assisting both rural and urban communities as well as private industry. Andrew is a highly skilled and confident group process leader and facilitator, with extensive experience designing and leading public participation and community engagement processes. He specializes in project planning, feasibility and implementation of complex projects including downtown and neighborhood revitalization; land use planning; and economic development. Andrew has successfully secured more than \$100M in tax credits and grants for his clients.

After launching a successful landscaping company after college, Andrew spent 10 years as an economic development director for the City of South Tucson and as a Community Economic Development Educator for University of Wisconsin-Extension. Prior to joining Place Dynamics Andrew was Senior Community Development Specialist with Short Elliott Hendrickson Inc - a regional planning and engineering firm - where he provided community, economic development, and urban planning services for clients throughout the Midwest.

Andrew is actively engaged in his neighborhood and community, founding the Lawrence City Park Neighborhood Association and co-founding Neighborhood Investments, LLC, a small real estate management firm rehabilitating blighted residential and commercial properties.

Andrew contributes his expertise to Place Dynamics as a contract employee on a project basis. He and Michael have developed a strong work synergy having completed over one dozen projects together.

Experience

BUSINESS DISTRICTS AND REDEVELOPMENT

- Towers Area Market Study, Wausau, Wisconsin
- South Riverfront Master Plan, Wausau, Wisconsin
- Downtown Plan, Appleton, Wisconsin
- Downtown Plan, Clintonville, Wisconsin
- Downtown Plan, Marshfield, Wisconsin
- Downtown Plan, Menasha, Wisconsin
- Strategic Plan, Chippewa Falls Main Street
- Downtown Plan, Porter, IN
- Downtown Revitalization Plan, Gering, IN
- Downtown Plan, Sherwood, WI
- Downtown Plan, Elm Grove, WI
- Downtown Corridor Plan, E. Stroudsburg, PA

ECONOMIC DEVELOPMENT

- Opportunity Zone Marketing, Menasha, WI
- Riverside North Master Development Team, La Crosse, WI
- Pocket Neighborhood Development, Eau Claire, WI
- Community Housing Plan, City of South Tucson, AZ
- Economic Development Plan, Vernon County, Wisconsin
- Economic Impact and Tourism Study, N. WI State Fair
- Cost of Community Services, Cleveland Township, WI
- Strategic Business Plan, West WI Rail Transit Authority
- Brownfields Historic Fill Permit, Neenah, WI
- Water System Capacity Study, Eau Claire, WI
- Business Park Feasibility Study, Eau Claire, WI
- IMPLAN Impact Studies, Barron County, WI
- IMPLAN Impact Studies, Chippewa County, WI

MARKET ANALYSIS AND FEASIBILITY STUDIES

- Retail District Market Analysis, Tulsa, OK
- Retail Market Analysis and Small Business Opportunity Study, Columbus, OH
- Biomass Feasibility Study, Bad River Tribe, WI
- Business Retention/Expansion Study, NW WI
- Economic Impact of Crafts/Arts, NW WI
- Marketing Co-op Feasibility Study, Six Rivers Co-Op, WI
- Value-Added Wood Product Study, MRRPC, WI

- Biomass Feasibility Study, Boise Forte Tribe, MN
- Recycling Feasibility Study, Chippewa County, WI
- Solid Waste/Recycling Plan, La Crosse, WI
- Solid Waste/Recycling Plan, Fond Du Lac Tribe, WI
- Downtown Market Analysis, Sherwood, WI
- Energy Conservation Plan, Chippewa County, WI
- Visitor Survey, Pagosa Springs, CO
- Bioefuls Feasibility Study, MRRPC, WI
- Biofuels Feasibility Study, Thilmany Papers, WI
- Biofuels Due Diligence Study, Xcel Energy, WI
- Ethanol Expansion Feasibility Study, ACE Ethanol, LLC
- Energy Conservation Plan, Oneida Tribe, WI
- Strategic Plan, Chippewa County, WI

LAND USE AND TRANSPORTATION PLANNING

- Trail Master Plan, Appleton, WI
- Bicycling and Pedestrian Plan, Fish Creek, Wisconsin
- Bicycling and Pedestrian Wayfinding Plan, ECWRPC
- Transportation Plan, Sherwood, WI
- 54th Street Preliminary Design, Edina, MN
- Miller's Bay Neighborhood Streetscape Design Plan, Oshkosh, WI
- Planning Services, Newburg, WI
- Comprehensive Plan, Whitehall, WI
- Downtown Parking Study, Fish Creek, WI
- River Management Plan, Kiel, WI
- Master Land Use Plan Update, La Crosse County, WI
- Waterfront Master Plan, Fish Creek, WI
- Comprehensive Plan Workshop, Marshfield, WI
- Comprehensive Plan, Stevens Point, WI
- Comprehensive Plan, Appleton, WI
- Kinnickinnick River Corridor Plan, River Falls, WI
- Comprehensive Outdoor Recreation Plan, Suring, WI
- Comprehensive Plan, Barron County, WI
- Arrowhead Park Master Plan, Neenah, WI
- Flood Management Plan, Milwaukee, WI
- Wayfinding and Streetscape Design Plan, Fish Creek, WI
- Parking Study, Egg Harbor, WI

PROJECT FUNDING

- \$500K EDA Grant Application, Eureka, CA
- \$500K REAP Grant Application, ACE Ethanol, LLC
- \$500K REAP Grant Application, Fox River Energy, LLC
- \$250K CDIG Grant Application, Eau Claire, WI
- \$500K TAP Grant Application, Waupaca, WI
- \$75K Fund for Lake Michigan Application, Fish Creek, WI
- \$25K CDBG Planning Grant, Clintonville, WI
- \$25K CDBG Planning Grant, Port Washington, WI
- \$300K CDBG Infrastructure Grant, Lowell, WI
- 500K Infrastructure Grant, Tigerton WI
- \$7.4M USDA RD Grant/Loan, Birnamwood, WI
- \$100M Empowerment Zone Tax Credits, S. Tucson, AZ
- \$500K HOME Grant Funds, S. Tucons, AZ
- \$400K CDBG Grant Application. S. Tucson, AZ
- \$250K USDA RD Housing Grant, S. Tucson, AZ
- \$250K USDA Energy Grant, Thilmany Papers, WI
- \$1M Historic Tax Credit Application, Private Developer
- Tax Increment Financing Sherwood, WI
- Roadway Special Assessments, Sherwood, WI

B. FIRM/TEAM EXPERIENCE

Housing is often a critical issue in planning, as well as a focus of government action in its own right. Place Dynamics has a long history of supporting housing development through housing market research, neighborhood or comprehensive planning, and housing strategies. The following are examples of this work.

HOUSING MARKET RESEARCH AND STRATEGIES

- Housing Impact Fee Reviews, Somerset, St. Joseph, Oak Grove, Wisconsin
- South Riverfront Market Study, Wausau, Wisconsin
- Towers Area Market Study, Wausau, Wisconsin
- Best Use Analysis, Little Chute, Wisconsin
- Hilltop Neighborhood Market Analysis and Strategy, Columbus, Ohio
- Housing Development Site Market Analysis, Munising, Michigan
- Housing Program / GDBG Program, Whitewater, Wisconsin
- Housing Recovery Planning, Minot, North Dakota
- Housing Redevelopment Site Review, Milwaukee, Wisconsin
- Market Analysis and Strategy, East Stroudsburg, Pennsylvania
- Near West Side Analysis and Strategy, Milwaukee, Wisconsin
- Seven Bridges Development, Holmen, Wisconsin
- Comprehensive Plan, Appleton, Wisconsin
- Comprehensive Plan, Blair, Wisconsin
- Comprehensive Plan, Clintonville, Wisconsin
- Comprehensive Plan, Menomonee Falls, Wisconsin
- Comprehensive Plan, Oakdale, Wisconsin
- Comprehensive Plan, West Milwaukee, Wisconsin
- Downtown Plan, Elm Grove, Wisconsin
- Downtown Plan, Menasha, Wisconsin
- Downtown Plan, Marshfield, Wisconsin
- Downtown Riverfront, Janesville, Wisconsin
- East Site Neighborhood Plan, McFarland, Wisconsin
- International Marketplace Strategy, Indianapolis, Indiana
- New Town Center Analysis and Strategy, Ledgeview, Wisconsin
- Redevelopment Project Analysis, Ripon, Wisconsin

C. LEGAL EXPERIENCE

None

D. REFERENCES

The following individuals may be used as references.

Kim Mitchell, Director of Community Relations and Programs

Town of Lyons

PO Box 49

Lyons, CO 80540

(303) 823-6622 (ext. 35)

- Town of Lyons Hotel Feasibility Study

Dustin J. Wolff, AICP, Senior Planner

Mead & Hunt

10700 West Research Drive, Suite 155

Wauwatosa, WI 53226

(414) 935-4240

dustin.wolff@meadhunt.com

- Ledgeview Town Center Analysis and Strategy
- Dining/Banquet/Lodging Study for Sandy Beach

Peter Kelly, Business Development Coordinator

(Formerly with Town of Gallup, NM)

Town of West Chicago

475 Main Street

West Chicago, IL 60185

pkelly@westchicago.org

- Retail/Dining/Lodging Market Analysis

Daniel Shea, Community Development Director

(Formerly with Kingman County EDC)

Town of Abilene

419 N. Broadway St.

P.O. Box 519

Abilene, KS 67410

(785) 263-2355

development@abileneTownhall.com

- Kingman Conference Center/Hotel Study

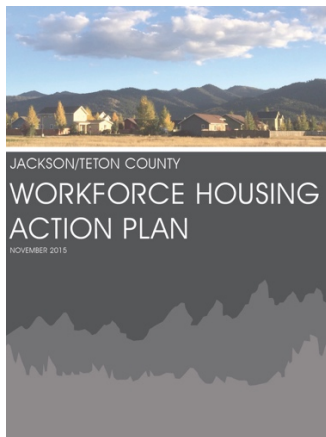


Figure 4 The Housing Action Plan maps a new community-driven course for the future of housing production, preservation, and management. Based on policy directives from the Jackson/Teton County Comprehensive Plan and informed by eight housing studies prepared since 2007.

WORK PLAN

A. TECHNICAL APPROACH AND METHODOLOGY

Place Dynamics will utilize the industry standard for developing housing nexus studies. This methodology includes the following steps:

1. Identify the number and price points of new housing units induced and commercial development.
2. Estimate the minimum income associated with new resident households based on affordability criteria.
3. Identify the impacts of new household spending on local job growth.
4. Estimate the number of worker households by income level, and quantify their associated housing demand.
5. Calculate appropriate fees based on workforce housing unit demand per new market rate unit and commercial development.

B. SCHEDULE

The following detailed project schedule to complete the feasibility study is based on an initiation date of April 6, 2020. We can work with the Town to determine a final schedule that meets its specific needs.

Task 1.....	April 6
Stakeholder Interviews	Week of April 30
Finalize methodology based on stakeholder input.....	May 1
Task 2	May 15
Task 3.....	July 15
Task 4	Aug 15
Task 5.....	Oct 1
Draft report.....	Oct 15
Task 6.....	Nov 1

C. UNIQUE APPROACH/TECHNOLOGY

Place Dynamics has pioneered the use of NETS (National Establishment Time Series) data to analyze and understand local economies. To develop a better understanding of the impact of business growth on local workforce demand we will review commercial records and match them with NETS data, providing a more accurate estimate of local market growth. We will also use GIS to identify home based businesses which have been created in the region but which are not showing up in local permit records. This will provide a more robust and comprehensive picture of the impact of nontraditional business growth on the local economy, including the associated increased demand for workforce housing.

D. TOWN/COUNTY STAFF SUPPORT

We will need Town/County staff support to help arrange stakeholder meetings, and to provide access to building permit data when not publicly available on the internet.

RESPONSES TO THE KEY QUESTIONS

Our team is known for its exceptional public participation skills and insightful presentations. If we are selected for this assignment we will modify the approach below to meet the needs of the Town.

A. KEY QUESTIONS

- i. How many employees are generated by the construction of new commercial and residential development broken out by type of new development/redevelopment and job sector.
- ii. What types of existing jobs are there, and what are their associated wages?
- iii. What is the percent of workforce living locally (within Teton County).
- iv. How many jobs are being created by non-brick and mortar businesses? What are the associated wages and where are the jobs located? Can these businesses be required to mitigate for their impacts through housing requirements or other methods?

B. METHODOLOGY AND TECHNOLOGY

Task 1: Background analysis and kick off meeting

- 1.1 We will review all of the previously completed studies and prepare a set of questions for the kick off meeting.
- 1.2 At the kick off meeting we will review and discuss the proposed methodology.

Task 2: Estimate the affordability gap

- 2.1 For this task we will review and update as necessary the results of prior studies.

Task 3: Housing nexus study

3.1 Residential and commercial market baseline. We will use data provided by the Town and County to quantify and describe the types and price points of new residential and commercial development.

3.2 Nexus analysis. To estimate maximum impact fees which can be charged we will follow these steps:

- Identify historical sales prices and annual gross rents for new housing units over the past 5-year period.
- Calculate household income distribution for new buyers and renters of 5-year period.
- Calculate total consumer expenditures of all new household types using IMPLAN.
- Estimate the number of new employees needed to serve the increased economic activity estimated using IMPLAN.
- Modify employment growth using 65% target figure from the Comprehensive Plan.
- Identify number of new households generated by new employees based on average number of wage earners per household as determined by the census.
- Estimate employee incomes by using the average wage by occupation for industry sectors analyzed.
- Convert employee incomes to household incomes.
- Use prior study benchmarks to estimate number of new employee households based on AMI thresholds.
- Multiply the affordability gap by the number of households requiring workforce housing and divide by the number of units in each prototype to establish a maximum housing impact fee per unit.

Task 4: Commercial nexus study

The commercial nexus study will estimate the increase in demand associated with new commercial development and redevelopment with the following steps:

- Identify commercial prototypes and sizes for desired categories (office, retail, hospitality, etc.)
- Establish SF/worker benchmarks for each prototype and associated number of employees.
- Adjust anticipated number of new employees required using 65% live/work target used in housing nexus study.
- Calculate number of households associated with new employees.
- Estimate employee incomes using average occupational wages associated with new commercial space using regional labor market figures.
- Convert employee incomes to household incomes.
- Use prior study benchmarks to estimate number of new employee households based on AMI thresholds.

- Multiply the affordability gap by the number of households requiring workforce housing and divide by the number of units in each commercial prototype to establish a maximum housing impact fee per unit.

Task 5: Strategic Planning

5.1 We will prepare a benchmark study to document what fee levels have been adopted by jurisdictions with similar programs.

5.2 We will facilitate a series of meetings with the stakeholder team and local developers over a one-week period to review and discuss the results of the previous tasks. Key questions to address will include:

- What will be the impact of altering the existing fee schedule?
- What levels of impact would substantially impact the local market?
- How would new fee structures impact use of alternative mitigation requirements?
- What exclusions or exemptions should be considered, if any?

Task 6: Draft and final reports

6.1 Based on results of prior tasks we will recommend a new fee schedule and prepare draft and final reports.

C. REPLICATION METHOD

We recommend the Town/County staff replicate the resident workforce percentage by benchmarking current estimates with Average Annual Daily Traffic Counts (AADTs) and then modifying the figure based on traffic changes. This can be done in a manner that adjusts for leisure travel.

D. EXPERIENCE AND APPROACH TO PRESENTING, FACILITATING, AND COMMUNICATING

Place Dynamics has expertise in facilitating small and large groups using a diverse set of tools. We are trained in best practices and follow the International Association for Public Participation (IAPP) methodology which begins with an assessment defining overall goals, the types of appropriate tools to use and when, as well as an explicit acknowledgement of how the information gathered will be used.

E. FACILITATION APPROACH

For this project we would prepare a Stakeholder Engagement Plan with the client prior to project initiation. We have found that nominal group meeting techniques work well for complex projects such as these, however we also anticipate focus groups and key informant interviews.

BUDGET

Place Dynamics will complete the Housing Nexus Study for a flat not to exceed fee of **\$104,900**. This is inclusive of the cost of data, materials, and travel to complete the project as described in the proposal.

		Dane		Stumpf		SUBTOTAL
HOURLY RATE		100		125		
TASK NO. AND DESCRIPTION		HRS.	COST	HRS.	COST	
1	Background Analysis & Kick Off	40	4000	40	5000	\$9,000
2	Estimate affordability gap	24	\$2,400	16	\$2,000	\$4,400
3	Housing nexus study	200	\$20,000	40	\$5,000	\$25,000
4	Commercial nexus study	180	\$18,000	40	\$5,000	\$23,000
5	Strategic planning	60	\$6,000	40	\$5,000	\$11,000
6	Draft and final reports	100	\$10,000	60	\$7,500	\$17,500
TRAVEL						\$10,000
DATA						\$5,000
TOTALS		604	\$60,400	236	\$29,500	\$104,900

Place Dynamics typically bills on a monthly cycle for costs incurred during the prior period. Payment is due within 30 days of the invoice date.

Place Dynamics maintains general liability (\$2 million), professional liability (\$1 million), business auto (\$1 million) and workers compensation policies and can provide documentation upon request. We are registered in the State of Wisconsin as a limited liability company. Place Dynamics is recognized as a service-disabled veteran-owned business (SDVOB).